

# As a Supervisor, How do I Fully and Clearly State Employees Contribution in My Supervisor Assessment

# Supervisor Assessment

- Understand your mission
- “So what?”

# Supervisor Assessment

- Understand your mission
- “So what?”
- Correlation between activity and contribution

For example “ Sam published three technical journal articles during this assessment period.”

- The implication of contribution itself may not hold when measured against specific organizational objectives. (Were Sam’s articles on a relevant topic? Did they advance the objectives of your group?)
- And even if the activity accurately implies contribution, the lack of explanation leaves the statement ambiguous - an outside observer may not be able to see the correlation between activity and contribution. (A more complete statement of contribution might be, “This year, Sam published three technical journal articles on <technical subject> In direct support of our mission to <specify goal>.:
- Broadly interpret the factor descriptors

# Supervisor Assessment Examples

## Factor 1-6

*These examples along with the accompanying comments are intended to illustrate how contributions can be captured in the supervisors comments*

# Supervisor Assessment Examples

## Factor 1 Problem Solving-Some Good Examples

- Employee conceived of and developed <specific system>. This extremely unique work will be incorporated into <named software> which supports DoD and industry aperture radar development efforts
- Solved thin coating inspection problems using <specialized system>. Thin coatings are a critical part of the materials and processes that our organization is developing
- Developed unique modeling for evaluating <system> and conceived of a field-test data collection process for correlating the model. As a result, this process was used to evaluate <system>
- Created a unique process for correlating several systems. Results will help determine how digital models are developed and validated in the future
- COMMENT: A good example of how current year contributions can be interpreted from potential out-year benefits

# Supervisor Assessment Examples

## Factor 1 Problem Solving-Some Not-So-Good Examples

- The hydrogen dissociation efficiency was measured in three types of plasma sources. The data implies efficient conversion of low-grade energy to high-grade energy
- PR DLTS implementation  
COMMENT: It is best to avoid cryptic jargon where ever possible

# Supervisor Assessment Examples

## Factor 2 Teamwork / Cooperation-Some Good Examples

- Implemented a divisional policy of “peer review” of research products, resulting in the highest quality technical reports, plans, MOAs, etc., being delivered to the division customers
- Performed duty as the ASTARS focal point for the branch, saving time and effort on the part of all ASTARS reporting requirements. Here is a great example of how “extra duty assignments” contribute to the mission
- Maximized productivity of the group by inspiring cooperation among diagnostics-development teams made up of AF personnel, contractors, and representatives from academia and industry

COMMENT: This statement show that even the more intangible kinds of contribution can be explicitly cited

# Supervisor Assessment Examples

## Factor 2 Teamwork / Cooperation-A Not-So-Good Example

- Employee cooperated in the presentation and planning of both basic and applied research and development. Personally coordinated the R&D efforts of several researchers

# Supervisor Assessment Examples

## Factor 3 Customer Relations-Some Good Examples

- Contributed major and significant portions to XYZ program technical and programmatic briefings, test plans, and final reports, allowing key customers and management officials to be kept appraised of status and milestones within this high-priority program

**COMMENT: An employee does not have to be the lead individual on a project to communicate and provide assistance to the customer**

- Worked to establish customer alliances with <other AF laboratory organizations> in the area of solar cell technology. Translated customer needs for <acronym> detector technology for space applications into a high-payoff program in <specific technical area>.

# Supervisor Assessment Examples

## Factor 3 Customer Relations-Some-Not-So-Good Example

- Actively seeks out interactions / collaborations (see above)

**COMMENT: Statements should not reference other statements. In a data base, there is no fixed “below” or “above”**

# Supervisor Assessment Examples

## Factor 4 Leadership / Supervision-Some Good Examples

- Employee has been an inspiration in his organizing, leading, and marketing of the in-house research program, specifically in the area of <tech area>. Extensive collaborations with <list of aerospace firms> have expanded our organization's opportunities for technology transfer in <tech area>
- Hosted and directed the research activities of several high school graduate school students as well as university faculty members through AFOSR
- Sponsored summer research programs. As a result, one such individual is addressing Air Force technology needs as an on-site contractor and another has joined the organization as a National Research Postdoctoral Research Associate

# Supervisor Assessment Examples

## Factor 4 Leadership / Supervision-A-Not-So-Good Example

- Employee cooperated in the presentation and planning of both basic and applied research and development. Personally coordinated the R&D efforts of several researchers.

# Supervisor Assessment Examples

## Factor 5 Communication-Some Good Examples

- Wrote detailed report of analysis of XYZ samples for a Tri-Service Toxicology Team that allowed them to make accurate assessments of the role of XYZ in contaminating workers
- Generated post-test quick-look data for the XYZ test. This resulted in immediate conformation of vehicle performance and test success at the T+1 hour review
- Co-authored key decision criteria for overall laboratory reorganization resulting in an evaluation matrix which objectively evaluated reorganization proposals. This individual received significant praise from the lab executive director for his work

**COMMENT: Recognition for work is not itself a measure of contribution, but it does add weight to the importance of the results**

# Supervisor Assessment Examples

## Factor 5 Communication-Some Not-So-Good Examples

- Five technical papers were published in 1997. Two of these were on GPS receivers published in the National and International Technical meetings

**COMMENT: This statement does not pass the “So what?” test. Even the meeting at which the presentations were made are not identified**

- Managed the in-house contractor XYZ team at the <specific organization>
- <specific test site>. Planned and directed XYZ experiments at both the <specific test site> and <a second test site>. Mentored one on-site Ph.D. candidate and one Palace Knight student at <specified university>

**COMMENT: This statement relies too much on “implied” contribution**

# Supervisor Assessment Examples

## Factor 6 Resource management-Some Good Examples

- Managed his time effectively, pursuing high-payoff activities while declining once that distracted from assigned work.

**COMMENT: While very general in nature, this statement credits the employee with effectively using a principal corporate resource: the value of his time and effort**

- This employee utilized an extensive network of contacts throughout the facility to insure that experimental equipment and resources would be available on schedule for in-house research to the branch

# Supervisor Assessment Examples

## Factor 6 Resource Management-A-Not-So-Good Example

- Maintain equipment to ensure that all the analytical equipment is up and operational at all times

# Supervisor Assessment

Modify thinking  
from  
“WHAT” (the activity) and “HOW” (the level of performance)  
to the  
“WHY” (the benefit that helps meet the mission) and “WHO” (the customer)

Remember to think in terms of *cause* and *effect*

“The employee did A that resulted in B which is related to the mission.”